



**Dale Givens, Secretary**  
Louisiana Department of Environmental Quality

# Message from the Secretary

**W**elcome to the inaugural edition of the Louisiana Environmental Update. This publication is designed with the intent of providing citizens with information they need to know about DEQ and our mission of protecting the environment and serving the public.

One of the articles in this issue talks about our work to become ISO 14001 registered. This environmental management system is a way for us to maintain international standards and never fall behind in the world of environmental protection. It is an important step for the Agency as well as the public. We intend to set an example for the people of the state and those whom we regulate by using the ISO 14001 criteria to guide the day-to-day use of the new Environmental Management System.

Another topic concerns the reengineering of DEQ. Reengineering is a major undertaking as well

as an important measure for the Agency. By redesigning our business processes, we will see significant improvements in efficiency. It is still a work in progress, but we are already beginning to see tremendous results. Each quarterly edition of the Louisiana Environmental Update will focus on one of the four offices at DEQ. Most of the information in this edition consists of important issues from the Office of Management and Finance.

We plan to keep the citizens abreast of all current environmental information that they may need or want to know about the Department's activities. Please let us know if you have suggestions regarding additional information you would like to see in future issues.

*Dale Givens*  
Secretary

## The Reengineering of DEQ: A Progress Report

**E**arly 1997 marked a fresh start for the Louisiana Department of Environmental Quality with the beginning of the reengineering effort. Secretary Dale Givens and the executive staff decided DEQ had to become more efficient in order to better serve its customers and accomplish its mission.

Business Process Reengineering (BPR), as it is referred to, is the fundamental rethinking and radical redesign of business process to achieve dramatic improvements in efficiency. It is not reorganization, but rather a redesign of key business processes to streamline the agency. Reengineering consists of three phases:

- Phase 1: Discovery and Direction Setting
- Phase 2: Reengineering Key Business Processes
- Phase 3: Implementation

The first phase started with contractors conducting interviews with 250 DEQ stakeholders. A stakeholder is anyone who has an interest in DEQ such as the citizens of Louisiana, DEQ employees, environmental groups, and private industry. The contractors analyzed the Agency and provided Secretary Givens and the executive staff with a report detailing their recommendations for specific areas that should be targeted for improvement.

The second phase began when the executive staff put together multidisciplinary teams to design the change within six months. Based upon the recommendations from the phase one report, these teams were assigned to reengineer the major business processes of remediation, permitting, enforcement, surveillance, and strategic planning. These processes constitute about 90% of DEQ's workload. The teams, facilitated by the contractors, took a "clean sheet" approach and started planning the ideal business processes from scratch. However, "The contractors didn't reengineer this Department; DEQ employees reengineered this Department."

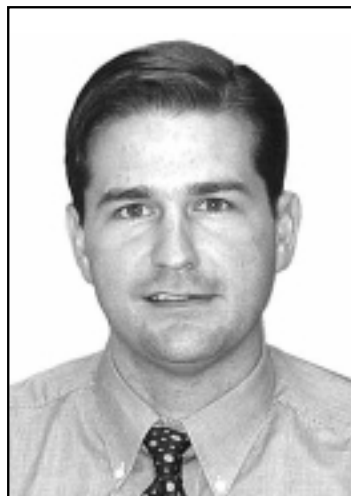
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At the end of the six-month period, the teams met with the executive staff to show them the blueprints that they had been working on. Regulations required the alteration of some of the plans. In the end, 95% of the designs had been accepted and they moved on to implementation.

Phase two ended in October of 1998. As a result of its efforts, the Department designed a process-based organization to facilitate the implementation of reengineering. The new plan took similar sections and combined them into a multimedia section. For example, the permitting section would now handle air, water and waste permits instead of having three different permitting sections for each. The new organization contained divisions based on processes such as permitting, surveillance, enforcement, and remediation. However, the legislation that created DEQ specifically stated that the Agency must contain a department of air, water, and waste. In order to begin implementation, those rules needed to be changed.

During the 1999 Legislative Session, the Department submitted legislation that addressed DEQ's needs for reengineering. The Legislature approved the new structure and Governor Mike Foster signed Act 187 into law on June 16, 1999.

Implementation began on July 1, 1999 and today, DEQ's reengineering is well under way. DEQ has already realized significant improvement due to reengineering. The Remediation Division now has better control over the remedi-



**Thomas Bickham, DEQ Undersecretary  
of Management and Finance**

ation process than ever before. The Surveillance Division is performing a greater number of inspections than in times past. The Enforcement Division is better meeting timelines. The Permits Division issued more permits during the first six months than any previous six-month period. Now, thanks to the new strategic planning process, DEQ has a solid plan for the future.

Business Process Reengineering has brought about several other new innovations. TEMPO (Tools for Environmental Management and Protection Organizations) is the centerpiece for DEQ's Integrated Data Management System (IDMS). It contains all of the information that an employee could need on any

facility in one electronic file. DEQ also has an Imaged Document System that will allow the Department to become paperless. All mail will be scanned and delivered electronically to the appropriate personnel. The Document Management System is currently available to the public at DEQ Headquarters and will eventually be accessible through the Internet. Another innovation is Terrabase. This is an analytical/validation database system with automatic upload of all laboratory information and a Geographical Information Systems interface.

Implementation is the most difficult part of the reengineering process. The sorting of the sections and the learning of new materials is supplemented by the fact that the Agency must still provide services to the public. It has been a successful period and things are beginning to function more efficiently. The hard work of DEQ employees will have the new system up and running completely by July 1, 2002.